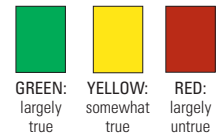


How Mature Is Your ENTERPRISE?

To determine if your organization is ready to support a process-based transformation, evaluate the statements in this table. They show the strength levels, from E-1 to E-4, of the capabilities that enterprises need in order to develop their busi-

ness processes. If a statement is at least 80% correct, color the cell green; if it is between 20% and 80% correct, shade it yellow; and if it is less than 20% correct, make it red.



		E-1	E-2	E-3	E-4	E-1	E-2	E-3	E-4
Leadership	Awareness	The enterprise's senior executive team recognizes the need to improve operational performance but has only a limited understanding of the power of business processes.	At least one senior executive deeply understands the business process concept, how the enterprise can use it to improve performance, and what is involved in implementing it.	The senior executive team views the enterprise in process terms and has developed a vision of the enterprise and its processes.	The senior executive team sees its own work in process terms and perceives process management not as a project but as a way of managing the business.				
	Alignment	The leadership of the process program lies in the middle management ranks.	A senior executive has taken leadership of, and responsibility for, the process program.	There is strong alignment in the senior executive team regarding the process program. There is also a network of people throughout the enterprise helping to promote process efforts.	People throughout the enterprise exhibit enthusiasm for process management and play leadership roles in process efforts.				
	Behavior	A senior executive endorses and invests in operational improvement.	A senior executive has publicly set stretch performance goals in customer terms and is prepared to commit resources, make deep changes, and remove roadblocks in order to achieve those goals.	Senior executives operate as a team, manage the enterprise through its processes, and are actively engaged in the process program.	The members of the senior executive team perform their own work as processes, center strategic planning on processes, and develop new business opportunities based on high-performance processes.				
	Style	The senior executive team has started shifting from a top-down, hierarchical style to an open, collaborative style.	The senior executive team leading the process program is passionate about the need to change and about process as the key tool for change.	The senior executive team has delegated control and authority to process owners and process performers.	The senior executive team exercises leadership through vision and influence rather than command and control.				
Culture	Teamwork	Teamwork is project focused, occasional, and atypical.	The enterprise commonly uses cross-functional project teams for improvement efforts.	Teamwork is the norm among process performers and is commonplace among managers.	Teamwork with customers and suppliers is commonplace.				
	Customer Focus	There is a widespread belief that customer focus is important, but there is limited appreciation of what that means. There is also uncertainty and conflict about how to meet customers' needs.	Employees realize that the purpose of their work is to deliver extraordinary customer value.	Employees understand that customers demand uniform excellence and a seamless experience.	Employees focus on collaborating with trading partners to meet the needs of final customers.				
	Responsibility	Accountability for results rests with managers.	Frontline personnel begin to take ownership of results.	Employees feel accountable for enterprise results.	Employees feel a sense of mission in serving customers and achieving ever-better performance.				
	Attitude Toward Change	There is growing acceptance in the enterprise about the need to make modest change.	Employees are prepared for significant change in how work is performed.	Employees are ready for major multidimensional change.	Employees recognize change as inevitable and embrace it as a regular phenomenon.				
Expertise	People	A small group of people has a deep appreciation for the power of processes.	A cadre of experts has skills in process redesign and implementation, project management, communications, and change management.	A cadre of experts has skills in large-scale change management and enterprise transformation.	Substantial numbers of people with skills in process redesign and implementation, project management, program management, and change management are present across the enterprise. A formal process for developing and maintaining that skill base is also in place.				
	Methodology	The enterprise uses one or more methodologies for solving execution problems and making incremental process improvements.	Process redesign teams have access to a basic methodology for process redesign.	The enterprise has developed and standardized a formal process for process redesign and has integrated it with a standard process for process improvement.	Process management and redesign have become core competencies and are embedded in a formal system that includes environment scanning, change planning, implementation, and process-centered innovation.				
Governance	Process Model	The enterprise has identified some business processes.	The enterprise has developed a complete enterprise process model, and the senior executive team has accepted it.	The enterprise process model has been communicated throughout the enterprise, is used to drive project prioritization, and is linked to enterprise-level technologies and data architectures.	The enterprise has extended its process model to connect with those of customers and suppliers. It also uses the model in strategy development.				
	Accountability	Functional managers are responsible for performance, project managers for improvement projects.	Process owners have accountability for individual processes, and a steering committee is responsible for the enterprise's overall progress with processes.	Process owners share accountability for the enterprise's performance.	A process council operates as the seniormost management body; performers share accountability for enterprise performance; and the enterprise has established steering committees with customers and suppliers to drive interenterprise process change.				
	Integration	One or more groups advocate and support possibly distinct operational improvement techniques.	An informal coordinating body provides needed program management while a steering committee allocates resources for process redesign projects.	A formal program management office, headed by a chief process officer, coordinates and integrates all process projects, and a process council manages interprocess integration issues. The enterprise manages and deploys all process improvement techniques and tools in an integrated manner.	Process owners work with their counterparts in customer and supplier enterprises to drive interenterprise process integration.				